

# MANAGERIAL STYLE

JOHN PUBLIC



The Managerial Style report provides a narrative description of an individual's preferred managerial styles in the four classic management areas of Planning, Organizing, Directing and Controlling. The number of statements generated for each topic will vary depending on the individual's unique style. **Areas in which the related Component scores are more moderate will have few to no statements.**

## PREFERRED STYLE WHEN PLANNING

### POLICIES AND PROCEDURES

- Applies authoritarian methods as base of company policy and planning
- Gives primary consideration to innovative, imaginative planning as essential to long-range growth

### IMPROVING OPERATIONS

- Emphasizes personal direction of individuals
- Emphasizes new approaches and opportunities for personal involvement as means of improvement

## PREFERRED STYLE WHEN ORGANIZING

### ESTABLISHING RELATIONSHIPS

- Carefully defines respective boundaries of authority and encourages direct debate
- Emphasizes personal interaction between members of units

### PROMOTING TEAMWORK

- Takes into account team stability and individual feelings of team members

### COMPENSATING

- Recognizes necessity for interest in and concern for individual team members as individuals

### ASSIGNING RESPONSIBILITIES

- Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up

### DELEGATING

- Formally defines chain of command by personal, one-on-one delegation of responsibility

### IMPLEMENTING

- Initiates action with the support of superior authority

### IMPROVING EFFICIENCY

- Stresses personal involvement and interdependence of team members

## PREFERRED STYLE WHEN DIRECTING

### COMMUNICATING

- Emphasizes personal authority and influence in communicating

### MOTIVATING

- Gives individuals close, firm direction
- Sets high standards, emphasizes secure relationships and shows personal interest in employees

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## PREFERRED STYLE WHEN DIRECTING (cont.):

### NEGOTIATING

- Emphasizes face-to-face debate, gaining edge on opponent

### CORRECTING

- Solves problems by open debate and airing of disagreement and conflict

## PREFERRED STYLE WHEN CONTROLLING

### REVIEWING PERFORMANCE

- Makes outspoken evaluations of performance

### DISCIPLINING

- Defines and limits freedom by imposing authority directly
- Remains aware of sensitivity of individuals and dispiriting effects of impersonal discipline

### REPORTING

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis

### MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by personal face-to-face supervision

### HANDLING GRIEVANCES

- Emphasizes importance of feelings. Considers insight into behavior and motivation crucial to problem-solving and control